

MINUTES OF THE CITY COUNCIL
OF THE
CITY OF GREENSBORO, N. C.

COUNCIL RETREAT:

27 JANUARY 2006
28 JANUARY 2006

Pursuant to the emailing of required public notices, the posting of notices on the City Council Chamber door and entrance to the Executive Offices, the City Council of the City of Greensboro met in a meeting as part of a retreat beginning at 9:00 a.m. on the above dates at the Center For Creative Leadership, 1 Leadership, Place, Greensboro, NC. The January 27 session ended at 6:00 p.m.; the January 28 session ended at 3:35 p.m.; both sessions included breaks and a lunch period for Council. The following members were present: Mayor Keith A. Holliday, presiding; Councilmembers Michael L. Barber, T. Dianne Bellamy-Small, Sandra G. Carmany, Florence F. Gatten, Sandra Anderson Groat, Yvonne J. Johnson, Thomas M. Phillips and Goldie F. Wells. Absent: None; however, Councilmembers Barber and Groat were absent for portions of the retreat. Also present were Mitchell Johnson, City Manager; Ben Brown, Assistant City Manager; Bob Morgan, Assistant City Manager; Linda A. Miles, City Attorney; Juanita F. Cooper, City Clerk; Peg Carlson, representing MSC Facilitation and Consulting, who served as facilitator for this retreat.

The Mayor offered welcoming remarks and brief remarks about the conduct of the meeting. Mona Edwards, representing the Center for Creative Leadership, formerly welcomed the Council and members of City staff to the facility.

Council discussion was held with regard to Council's expectations of the retreat. Ms. Carlson stated that she would capture key points gleaned from the retreat and provide them to Council; she offered meeting guidelines for Council to consider following to ensure the orderly conduct of the meeting.

Members of Council shared positive visions of what they believed Greensboro would look like in the year 2015. Councilmember Gatten offered a not-so-positive image of what could happen in Greensboro if good decisions were not made.

After lengthy discussion, it appeared to be the consensus of Council that the following were key elements of their vision for Greensboro's future: Strong economy, affordable housing/strong neighborhoods, excellent public safety, revitalization of target corridors, well-maintained infrastructure and proactive preparation for growth, efficient basic city services, destination for tourism, inclusiveness/collaboration, reasonable tax structure, creation of a unique city identity within a regional focus, strong partnerships with other municipalities and colleges/universities, and a clean environment (excellent air quality, water, sewer). More indepth discussion was held with the City Manager later in the retreat with regard to specific details about these topics and what Council believed to be their role and the role of City Government in planning for the future of Greensboro.

The District Council Representatives and former District 4 representative Gatten provided information with regard to their individual districts including but not limited to diversity, housing, problems, assets, criminal activity, economic development, traffic, and public safety.

Council reviewed with the facilitator their evaluation of the January 27 session; i.e., excellent dialogue, Council driven, open communication among members of Council, knowledge of each district, etc. and improvements that might be made at future retreats/meetings.

During the January 28 session, Council discussed with the Manager various opinions with regard to the budget process, the upcoming budget and schedule, Council's expectations with regard to the level of detail of information to be provided by the Manager, and issues that might impact the 2006-07 budget. After discussion, Council agreed to schedule a meeting with the Manager at 4:00 p.m. on Monday, February 6, 2006 for the purpose of discussing the City of Greensboro Major Budgetary & Economic TRENDS report and other City financial

information and business. It was the consensus of Council to schedule a public hearing at the regular February 21, 2006 meeting of Council to receive citizen input with regard to the 2006-07 budget.

Council discussed a potential 2006 bond referendum; i.e., identify items for placement on the ballot, ensure early notification to the public and determine the manner in which information should be made available, schedule a public hearing to receive citizen input, determine items the Manager advised were necessary, discuss legal requirements, etc. It was the consensus of Council to schedule a public hearing at the regular March 21, 2006 City Council meeting to receive citizen input with regard to a bond referendum.

Council discussed their opinions with regard to the need for an additional level of staff support for Council and to the quality of current staff support for Council.

In an effort to be proactive, Council discussed the use of Council committees in other cities and the feasibility of creating Council committees; the desire to create a list of Council's individual interests or expertise to assist the Mayor and each other; and the manner in which the Mayor might take advantage of individual Council members' expertise and availability to delegate appearances, meetings, and other responsibilities to them. The Manager advised he would provide Council with information with respect to the responsibilities of Council committees in other municipalities.

Additional discussion was held with regard to Council's strategies believed to be of importance to Greensboro's future.

Council reviewed with the facilitator their evaluation of this session; i.e., Council driven, more familiar with each other, good dialogue, and the importance of the presence of all the City Managers.

Ms. Carlson reiterated that she would transcribe the key points captured at the retreat and provide them to Council. Council discussed the feasibility of having a meeting to review retreat discussions, possibly at either the July or August 2006 briefing.

THE MEETING ADJOURNED BY CONSENSUS OF THE MEMBERS OF COUNCIL.

KEITH A. HOLLIDAY
MAYOR

JUANITA F. COOPER
CITY CLERK

The following is a copy of Ms. Carlson's notes which is hereby referred to and made a part of these minutes.

**GREENSBORO CITY COUNCIL RETREAT
JANUARY 27-28, 2006**

Notes by Peg Carlson, facilitator

Friday Agenda

9:00-9:20	Introductions; agree on agenda and ground rules
9:20-10:30	Each Board member shares vision of desired future for Greensboro
10:30-10:45	Break
10:45-noon	Identify themes; reach agreement on key elements of vision
Noon-1:00	Lunch
1:00-2:15	Council members share information about districts
2:15-2:30	Break
2:30-4:30	Mayor and Council brainstorm strategies to work toward vision

4:30-4:45	Break
4:45-6:00	Brainstorming strategies (cont.) and evaluation of Day 1
6:00-7:00	Dinner

Saturday Agenda

9:00-9:15	Check in from Day 1; agree on Day 2 agenda
9:15-10:30	Provide guidance to Manager re 2006-2007 budget development
10:30-10:45	Break
10:45-11:15	Discussion of Nov. 2006 bond referendum: lessons learned from 2000, next steps in planning for November
11:15-12:15	Discussion of how Council should be organized to do its work
12:15-1:15	Lunch
1:15-2:45	Complete strategies for remaining elements of vision
2:45-3:00	Break
3:00-3:30	Next steps and retreat evaluation

Meeting Guidelines

- Listen to understand (avoid interrupting)
- Stay curious and open to the perspectives of others
- Share reasons behind questions and statements
- Focus on underlying interests or needs before solutions
- Relax and have fun!

Individual visions of desired future for Greensboro

(note: see pre-work memo for description of assignment)

Tom Phillips:

Strategic location
 Reasonable tax rate
 Good infrastructure
 Excellent school system
 Continued revitalization of downtown and corridors
 Directing CDBG funds to corridors, as well as housing funds
 Constantly reviewing city services, prioritizing where possible
 Regional landfill
 Connections with water system across state
 Coliseum doing well
 Auditorium built through contributions

Yvonne Johnson:

Job mecca: unemployment < 2%
 Ended homelessness
 Collaborate with colleagues—booming international trade business
 Excellent public safety and public schools
 Tourist destination; e.g., Civil Rights Museum
 Reputation as small-business friendly
 Reduced crime—seen as national leader
 Diversity is hallmark of community
 Old landfill is being mined, has become new industry

Keith Holliday:

Progressive city—grows and takes risks
 Large middle class; all moving to next income level
 Highly diverse; international products available
 Non-partisan local governments
 Consolidation of services

Mixed-use neighborhoods
Clean air and water
Plan for managed growth
Coliseum with major acts
Police and fire offer quick access to all
No slums; <100 people homeless
Ease of transportation
Unique city within Triad focus
High social capital and trust—city of volunteers
Investment in future to reap rewards

Sandy Carmany:

Re-energized city with "buzz"
Strong economy, both existing and new businesses
People are optimistic
High Point Rd corridor
Auditorium at Coliseum built with private donations
ACC Hall of Fame built with private donations
Hospitality/tourism corridor
Urban loop completed—roads busy, but not congested
Light rail and GTA—excellent transportation
Clean air as a result
Strong neighborhoods across city
"Crown Jewel in Piedmont Region"

Mike Barber:

Great location as starting point
Rebranded itself—region is "Greenpointsalemton"
Back on Weather Channel map!
Good slogan
Stable tax rate—annual savings through reduction in force
Liaison with other governments and school board—partnerships important to economic development
Water department available by phone and online
Reduced/eliminated competition with private sector
Least regulated city in U.S.

Goldie Wells:

Great city with rich history
Replacements Ltd. is major free tourist attraction on I-40
Gateway Gardens on Lee St.
Research Park consists of 7 universities and Center for Creative Leadership
Mixed housing, multicultural neighborhoods; buses to all parts of Triad
Council spearheaded collaboration with other governments and businesses
Jefferson Pilot building—beautiful housing
Neighbors who care; reduced unemployment
Absence of homeless; low crime rate
Safe city
Faced racism—closed chasm of race
Employment, infrastructure incentives
Visionary, courageous city leadership

Florence Gatten:

(Portrayed picture of "What went wrong?")
Jefferson Pilot now jail
Infrastructure imploded
No print media

Only private planes at airport
 School system taken over by federal government
 Companies moved out due to lack of skilled labor
 Gangs roam streets
 (“Why did this happen?”)
 Mixed use plan abused
 Taxpayer revolt—voted down bonds
 Transportation plans stopped
 Massive environmental accident—stopped solid waste collection
 Minimal police and fire protection
 Electronic voting led to civic disengagement
 “Is this shades of what will be, or what might be if things do not change?”

Sandra Anderson Groat:

Jobs and people moving through city
 Strong schools, beginning with kindergarten
 Strong arts
 Prosperous south side
 City has examined and claimed failures, dealt with them honestly

Dianne Bellamy-Small:

Quality of life good for all
 Space between haves and have-nots not as great
 First African-American woman mayor
 Mecca for education at all levels—keep our best and brightest
 More balanced reporting by media
 True regional cooperation due to dwindling resources
 Cultural Arts Center privately supported
 Have grown, but not too big to care—strong social role for churches
 Neighborhoods cooperatively invest with government

Reactions to individual visions of desired future

- Easy to identify passions
- Jobs and strong economy mentioned, but also school system—recognition of how important this is, even though not traditional City role
- Revitalization of depressed areas
- Developing jobs
- Downtown as strong core center
- Ending/curtailing homelessness
- Strong, affordable, crime-free neighborhoods—public safety
- Importance of articulating what we want to see for future—positive vision, or identifying what might happen
- Points out the importance of historic decisions over time

Key Elements of Vision for Greensboro’s Future

- Strong economy
- Affordable housing/strong neighborhoods
- Excellent public safety
- Revitalization of targeted corridors
- Well-maintained infrastructure, including anticipating for future growth
- Efficient basic city services available to all
- Attractive tourist destination
- Inclusiveness: communication, collaboration, representation
- Reasonable tax structure
- Significantly reduce homelessness

- Unique city identity within regional focus
- Strong regional partnerships with other local governments and universities
- Clean environment, with focus on air quality

Strong Economy

(Brainstormed strategies to move toward vision include):

1. Workforce training
2. Marketing our strengths
3. Reasonable tax structure
4. Partnership strategies to stay in the loop re economic changes, emerging industries
5. Support our economic developers
6. Infrastructure expansion to support economic development
7. Marketing what we already have re 6. above
8. Support small businesses in creative, low-cost ways—promote what we have
9. Attend to quality of life issues
10. Economic incentives
11. Using universities to help make transition to high-tech jobs
12. Meet with GTCC to see what's happening on their campus re workforce preparedness
13. Meet with regional reps (Guilford and High Point) to discuss economic development strategies
14. Attend to method of data collection in targeted areas (e.g., how colleges are included in annual income statistics)
15. Consolidation of some government services
16. Explore more crosstown bus service

What are specific ways we can influence economy?

- ❖ Making locations site-ready
- ❖ Purchasing land
- ❖ Offering incentive to developers to draw them toward a certain area

Affordable Housing/Strong Neighborhoods

(Brainstormed strategies to move toward vision include):

1. Look at redirecting CDBG funds to revitalize targeted corridors, create affordable housing near activity centers
2. Code enforcement to get landlords to improve housing stock
3. Designate rehab funds so City can improve abandoned houses
4. Explore private sector alternatives—look into incentives for landlords who want to build affordable housing
5. Look at range of needs, including availability of housing for single people—target areas that don't need rezoning
6. Explore whether can accomplish what we want with current funds
7. Work with private sector; e.g., reduce cost of lot so house is affordable
8. Use multiple city services (e.g., police, garbage) to help raise awareness of properties that need to be cleaned up—explore options for how properties can be cleaned up and owners held responsible
9. Restore funds in budget for neighborhood development
10. Evaluate and explore federal grant through HUD for entities like Partnership Village

Public Safety

(Brainstormed strategies to move toward vision include):

1. Adding officers
2. Restore public confidence in the Police Dept.
3. Supplying resources to buy what officers need to work with
4. Analysis of substations' effect on neighborhood safety
5. Construction of fire stations and additional firefighters
6. Preparing for impact of Fire Dept. turnover—almost ½ eligible for retirement in 3 years
7. Enhanced Community Watch programs—funds are available, need to get communities interested

8. Investigate possibility of using cameras to capture criminal behavior
9. Continue to recruit bilingual officers

Well-Maintained Infrastructure

(Brainstormed strategies to move toward vision include):

1. Currently doing this—need to remain vigilant
2. Monitor deferred maintenance from past budget choices
3. Look for strategic areas to expand roads, water and sewer to accommodate future growth, recognizing that public process, regulations, etc. extends construction time greatly
4. Think about long-term sewage treatment options
5. Put infrastructure in for site-ready development
6. Think about long-term supply infrastructure

Efficient Basic City Services Available to All

(Brainstormed strategies to move toward vision include):

1. Ensure that technology supports staff's ability to do their jobs
2. Explore "realistic" recycling—what products are economically viable, educating public, offering incentives for commercial market—to see whether services should be adjusted
3. Review city services and municipal government responsibilities—what we are required to offer, what we want to offer
4. Increase dialogue with employees on "front lines" to hear their ideas about how to improve the services they're providing

Inclusiveness

(Brainstormed strategies to move toward vision include):

1. Improve communication with all citizens, not just "squeaky wheels"
2. Use Human Relations Commission to help think about best ways to reach people
3. Consider Channel 13 call-in program to "Ask Council"
4. District representatives can bring ideas for best ways to reach their segments of community
5. Using 373-CITY for ease of access—promote its use, and utilize data generated by it
6. Consider blogs from Council, similar to Sandy's
7. Do city survey, similar to past years—ensures more representative sample than data generated by calls about problems
8. Ensure that we have methods to reach Latino community, as well as others w/ESL
9. Reach out to people from different cultures and backgrounds to serve on boards and committees—look to universities, Human Relations Commission
10. Set night when college communities come to Council—establish Collegiate Council
11. Increase dialogue about race and racial implications of City issues—explore how race can affect votes on City issues
12. Learn more about each others' values and priorities in order to understand votes

Reasonable Tax Structure

(Brainstormed strategies to move toward vision include):

1. Link user fees to services as appropriate—tax should be related to what's being provided
2. Define reasonable tax structure as: value of efficient City services combined with visionary elements supported by majority of Council
3. Explore value of services received compared to cost of providing service

Unique City Identity

(Brainstormed strategies to move toward vision include):

1. Explore City's role in establishing/promoting City's image
2. Marketing materials that show positive features of City's districts
3. Involve colleges and universities in brainstorming images that depict City
4. Explore more ways to promote City image (e.g., calendar, City map) and get feedback on current items
5. Explore "wrap" about Greensboro that could be put around hotel newspapers

6. Be proactive about putting out message to counter image created by negative events—speak out when something is not/should not be representative of City

Clean Environment, with focus on Air Quality

(Brainstormed strategies to move toward vision include):

Support GTA in order to support increased ridership

Recognize major pollution role played by vehicle emissions-support transit funding

Support continued investment in large-scale infrastructure (e.g., Loop) to reduce congestion

Educate public as to actions they can take to reduce auto emissions

Educate public about importance of not disposing of materials down garbage disposals and storm drains (FOG program)

Ensure that bus stops and shelters are comfortable for riders

Increase litter pick-up, using volunteer groups and working with other agencies

Expectations re 2006-07 Budget Development

1. Receive more detailed information than summary sheet given in past
2. Same information given to all
3. Set meeting to discuss trend information and review packet distributed prior to this retreat: **Mon., Feb. 6, 4:00 p.m.**
4. Separate out items that are set (e.g., transfer stations) and those that could be considered for cuts
5. Indicate revenues increased vs. amount budgeted for
6. Receive information from Manager in a way that ties budget to elements of vision
7. Opportunity for public input on citizen needs and what they would like to see in budget—**public hearing at Feb. 21 meeting**
8. Educate citizens on choices; e.g., tradeoffs involved, what 2 cents gets, impact of fuel costs
9. Use cable TV to advertise public input opportunities
10. Review responsibilities of municipal government to educate ourselves and citizens about core services

Council anticipates that the following will have an impact on the 2006-07 budget:

Code enforcement and inspections

GTA needs

Police and fire needs

Infrastructure (development)

Bond Referendum

[Presentation by Florence Gatten on lessons learned from 2000]

Process to develop plan for bond referendum:

1. Seek public input, recognizing that we may receive many items that people would like to see funded
2. Invite citizens to speak at public hearing portion of Mar. 21 meeting
3. Educate public on meaning of bonds, including payment explanation
4. See Tab D in packet for filing dates, other legal requirements

Ideas for how Council should be organized to do its work

Any solution should meet the following interests:

- Have contact person(s) for designated projects and efforts
- Council members have opportunity to represent Council at various City events/meetings
- Mayor gets assistance with large number of appearance requests
- Have someone with enough background in subject matter to make informed request
- Manager receives information about types of Council questions coming in so he can determine whether there are Board-wide issues to consider
- Get consistent response to Board and Manager about issues that arise
- Ensure that Council members are as informed as they can be when they go to events
- Utilize Mayor Pro Tem to help respond to invitations and requests

- Learn Council members' strengths and areas of expertise so projects/requests can be delegated to the appropriate person

Specific recommendations include:

- Consider committee structure, using subsets of Council; e.g., Finance, Housing
- Support Manager's judgment in determining best use of staff to support Council
- Council members can share their list of passions/expertise areas with Mayor so he can use this information to delegate

Questions that came up during retreat discussion

1. What are the numbers on projected population growth?
2. What do we consider *core* city services? Is *core* the same as *basic*?
3. What do citizens expect of their city government?
4. What data do we have to answer 3. above? What information do we want to collect in future?
5. Would like to see one-page summary on alternative to Nov. '06 bond referendum

Next Steps

1. Peg will transcribe flip charts
2. Council meeting on budget Feb. 6, 4:00 p.m.
3. Feb. 21 public input on budget
4. Mar. 21 public input on bonds
5. Future meeting(s) to continue to work toward key goals and objectives that will serve to guide policy-setting—consider once/month “issues” session
6. Response paper from staff on what they're already doing re elements of vision
7. Staff will research and report of use of Council committee structure in other jurisdictions

Day 1 evaluation

<u>Did well</u>	<u>Needs improvement</u>
Excellent dialogue	Too much time figuring out where we were going next
Consensus on a lot of issues	May have tried to tackle too much
Didn't hurt each other!	Sometimes went on tangents
Gained knowledge of others' districts	
Good process	
Council-driven	
People open and honest	
Heard lots of useful information	
Good facility, nice setting	
Everyone committed to time	

Day 2 evaluation

<u>Did well</u>	<u>Needs improvement</u>
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More issues emerged today—good discussion, including disagreements	Consider overnight between two days
Learned more about each other	Wish Mike could have had full 2 nd day
Having facilitator was helpful	As follow-up to retreat, schedule warm-weather cookout
Council-driven retreat	Need more time to be able to have dialogue about sensitive issues
Lovely facility	
Increased ability to talk about difficult issues	
Staff present to hear discussion and contribute as appropriate	
Council discussion has given staff better understanding of how to do City's work	
